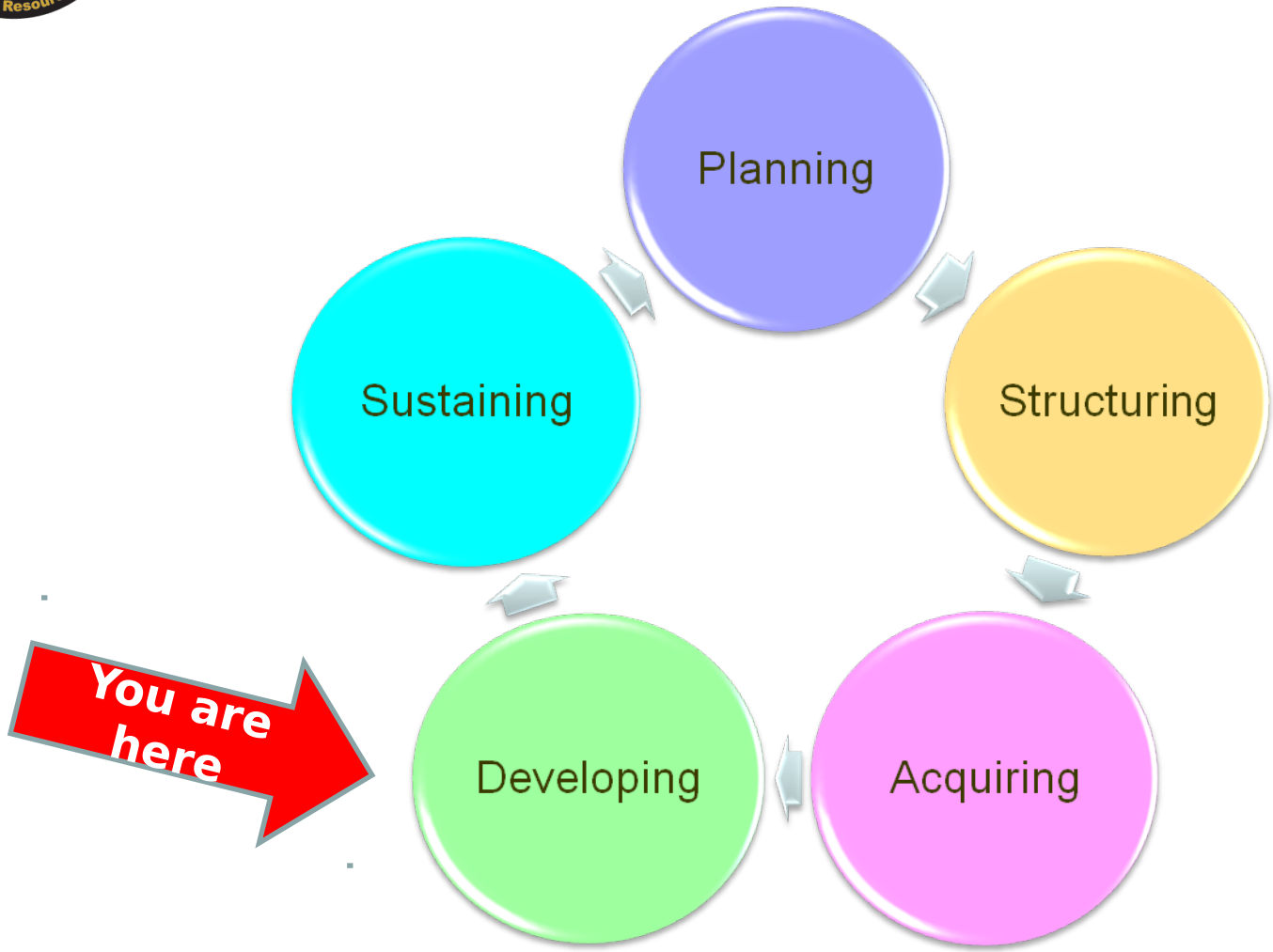
Module 4

Developing

CHRM Life Cycle



Learning Objectives

After completion of this module, participants will be able to:

1. Determine employees' training needs and identify sources to meet those needs

2. Review and approve employee training requests in accordance with established rules and regulations

3. Describe the purpose of the Civilian Education System (CES)

4. Explain exceptions when employees can earn an academic degree sponsored by Department of Army

Methods of Training

- On-the-Job Training (OJT)
- Professional Development
- Classroom Training
- Rotational Assignments
- Special Projects
- Distance Learning (VTT, web-based, correspondence, etc.)

Purpose of Training

- To improve individual performance
- To improve organizational performance
- To assist in achieving the organization's mission and performance goals

Sources of Training

- Government
  - ✓ DoD / Army
  - ✓ Command / Installation
- Non-Government
  - ✓ Professional Development Organizations
  - ✓ Private Sector Training Vendors
  - ✓ Colleges / Universities

Unauthorized Purposes of Training

- Reward
- When it violates merit principles
- Academic Degree attainment unless program supported and approved by the proper authority (currently – ASA (M&RA))
- Approved after start date

Regulations & Policy

- Title 5, USC, Chapter 41
- CFR 5, Part 410, Training
- OPM Training Policy Handbook
- PERMISS / DA Policy Memorandums
- Applicable Union Agreements
- Local Training Policy Statement

Career Programs

Army Civilian Training, Education and Development System (ACTEDS) Training Plans

Key features

- Master Intern Training Plans
- Required and Recommended Training

http://cpol.army.mil/library/train/acteds/

Exercise 1: Stakeholders Responsibilities

- Supervisor
- Employee
- CPAC / Regional HRD

Army Working Toward a First-Class Civilian Education System

The Army's Training and Doctrine Command (TRADOC) developed a progressive and sequential leader development system called the Civilian Education System (CES).

CES provides enhanced leader development and education opportunities for Army civilians.

Civilian Leader Development Overview

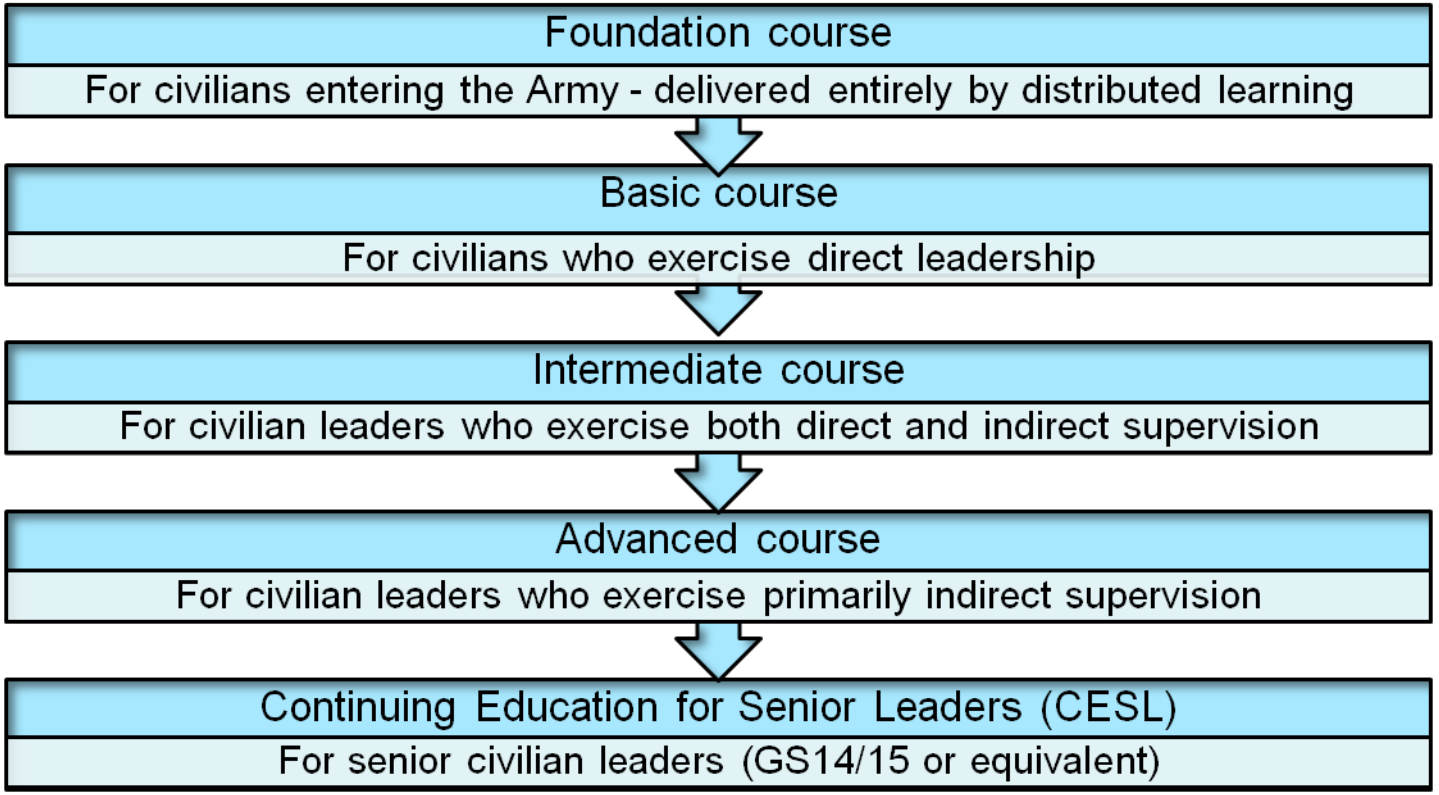
Pay Band 1		Pay Band 2		Pay Band 3	
GS-5/7/9	GS-11	GS-12	GS-13	GS-14	GS-15
NAF 1/2/3	NAF 4			NAF 5	

Progressive and Sequential education

- DOD Defense Senior Leader Development Program (DSLDP)
- Senior Service School
- Continuing Education for Senior Leaders
- Advanced Course (AC) – DL & Resident
- Manager Development Course (MDC) – DL
- Intermediate Course (IC) – DL & Resident
- Basic Course (BC) – DL & Resident
- Supervisor Development Course (SDC) – DL
- Action Officer Development Course (AODC) – DL
- Foundation Course (FC) – DL *For ALL new Army civilians*
- Communities of Practice Available at Each Level

Pay bands based on supervisory

Civilian Education System (CES)


Foundation course
For civilians entering the Army - delivered entirely by distributed learning
Basic course
For civilians who exercise direct leadership
Intermediate course
For civilian leaders who exercise both direct and indirect supervision
Advanced course
For civilian leaders who exercise primarily indirect supervision
Continuing Education for Senior Leaders (CESL)
For senior civilian leaders (GS14/15 or equivalent)

CES Registration: https://www.atrrs.army.mil/channels/chrtas/default.asp
Supervisor Development, Manager Development, or Action Officer Development Courses – http://www.train.army.mil

Training Plans

- Individual Development Plans (IDPs) should be developed for:
  - ✓ Interns
  - ✓ Trainees (developmental positions other than Intern)
  - ✓ Veterans Recruitment Appointment (VRA) positions

Assessing Organizational Training Needs

Consider:

- Your organization's strategic plan
- New policies & regulations
- New equipment
- Organization structure changes
- Mission changes
- Personnel losses
- Required Training (Computer Security, Ethics, POSH)

Registering & Approving Training

Use online systems where available

- CHRTAS – updates DCPDS upon completion and records the training in CPOL Portal
- ATRRS (Army Training Requirements & Resources Sys)

For any training with a funding obligation, use form SF 182 or an electronic system that handles funding requirements

- TEDS (Total Employee Development - AMC)
- CEFMS (Corps of Engineers Financial Management Sys)

All training must be updated in DCPDS upon completion to document employee records & to meet OPM and OMB reporting requirements

Approval Considerations

- Is the training appropriate and mission related?
- Are funds available?
- Is it practical?
  - ✓ Location, Length, Timing
- Does it require competitive selection?
- Does it require HQDA approval?
- Is there a more effective/efficient way to provide the training?
- Is training longer than 80 hours in length? If yes, a Continued Serviced Agreement is required.

Supervisor's Role in Transfer of Training

- Provide reinforcement of completed training
- Encourage the utilization of acquired skills in the work environment
- Provide a supportive organizational culture of continuous improvement through training and education

Exercise 2: Assessing Training Needs

- Turn to Exercise 2 in your Binder
  - Part A: Training Assessment Exercise
  - Part B: Briefing on how to determine if training is the answer to a personnel problem

Review

Summary

- Determine employees' training needs and sources to meet those needs
- Review and approve employee training in accordance with established rules and regulations
- Describe the purpose of the Civilian Education System (CES)
- Explain when employees can earn a degree while completing approved training